



# Department of Cultural Affairs Business Plan

**Fiscal Years: 2020 and 2021**

(10/1/2019 through 9/30/2021)

Revised 11/6/2020

Approved by:

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11/6/2020

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11/6/2020

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Date

Plan Date: **November 6, 2020**

*Delivering Excellence Every Day*



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## DEPARTMENT OVERVIEW

### Department Mission

The Miami-Dade County Department of Cultural Affairs, the Cultural Affairs Council and the Art in Public Places Trust develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and all of our residents and visitors who are their audiences. As core values, the Department of Cultural Affairs embraces diversity; ensures inclusion; promotes equity; creates access; and works to reflect and represent the artists, cultural organizations and audiences we serve. Three central goals serve as guideposts for our work:

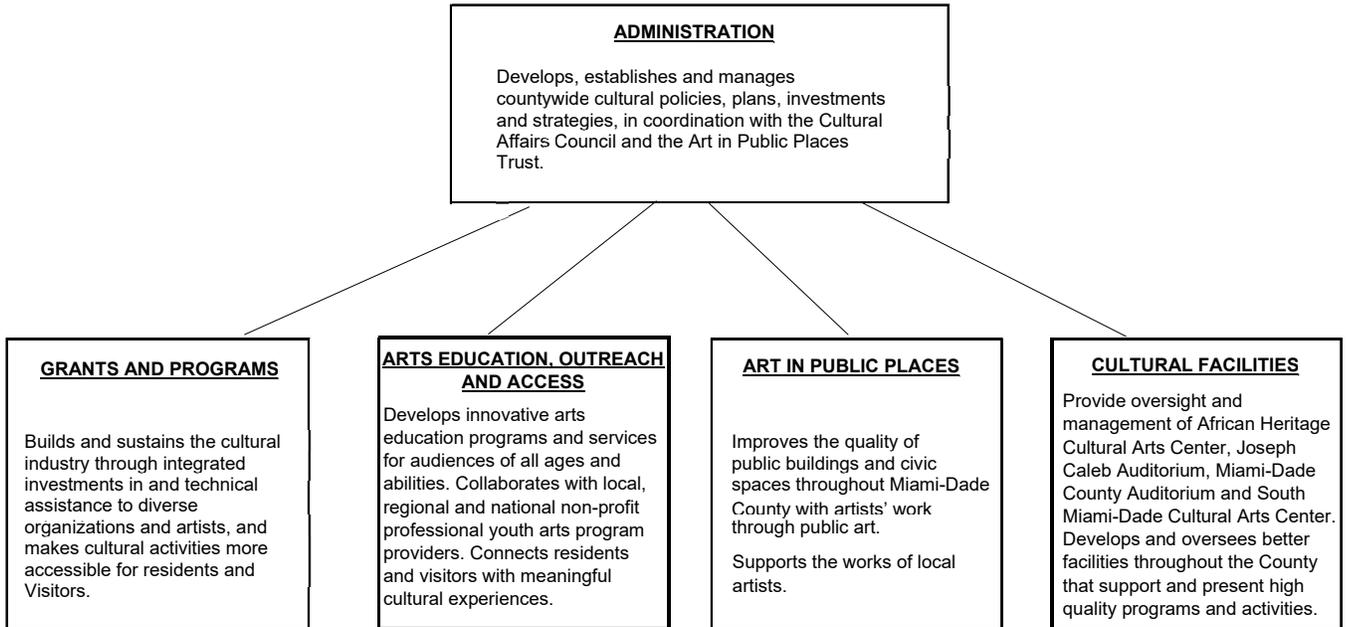
- securing more public and private resources to invest in and promote diverse and resilient cultural development;
- developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality and livability of the County's built environment; and
- making cultural activities more accessible for all of our residents and visitors.

The Department directs the Art in Public Places program and its board, the Art in Public Places Trust, commissioning, curating, maintaining and promoting the County's award-winning public art collection. The Department manages, programs and operates the African Heritage Cultural Arts Center, the Joseph Caleb Auditorium, the Miami-Dade County Auditorium and the South Miami-Dade Cultural Arts Center, all dedicated to presenting and supporting excellence and diversity in the arts for the entire community. The Department also manages the relationship between the County and non-profit cultural organizations that operate County-owned and/or County-supported cultural facilities, including the Adrienne Arsht Center for the Performing Arts, the Frost Museum of Science, Fairchild Tropical Botanic Garden, HistoryMiami, the Pérez Art Museum Miami, Sandrell Rivers Theatre, and Vizcaya Museum and Gardens.

Through staff, board and programmatic resources, the Department, the Council and the Trust:

- promote, coordinate and support Miami-Dade County's more than 1,000 not-for-profit cultural organizations and thousands of resident artists, through competitive grants, comprehensive technical assistance and professional development;
- advance, market and disseminate information extensively about the excellence of artistic offerings available locally, in order to increase accessibility and attendance; and
- innovate and develop model arts education and outreach programs, engaging audiences of all backgrounds and abilities in the arts.

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**Strategic Alignment Summary**

The Department's efforts align with the following Miami-Dade County Resilient Strategic Plan Goals, and correlating objectives, for Recreation and Culture:

- RC1 – Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County
  - RC-1.1: Ensure parks, libraries and cultural facilities, programs and services are accessible to residents and visitors
- RC2 – Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities
  - RC-2.1: Increase attendance at recreational and cultural venues
  - RC-2.2: Ensure facilities are safe, clean and well-run
- RC3 – Wide array of outstanding programs and services for residents and visitors
  - RC-3.1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests
  - RC-3.2: Strengthen and conserve local historic and cultural resources and collections

The Department's most critical activities that support these goals and objectives are:

**Securing, investing and maximizing additional public and private resources to improve and expand programs, services and facilities:**

*Initiatives include:*

- **Securing sustained and growing revenue streams for cultural support -** County funding is critical to strengthening, stabilizing and advancing the operations of non-profit cultural groups and the work of individual artists  
Through the Department's grants programs:
  - County revenues are utilized in their entirety for competitive grants
  - Each County arts dollar invested leverages \$39 of other funds
  - The local arts industry provides a documented impact on the local economy of nearly \$1.43 billion each year, employs 41,000 people full-time, and draws audiences of more than 16 million people
- **Restore County revenue with a \$2.5 million increase to the Department's annual budget for FY 2020-2021 -** This would represent Year 3 of a 5-year plan to rebuild the budget with an additional \$10 million to restore Department grants programs to pre-recession levels, and keep pace with the reality of growing costs and demands for programs and services; as well as the development, improvements and/or maintenance of Department-managed cultural facilities.
- **Establishing sufficient, reliable annual County support** for the operations, programming, marketing and audience development and services of the African Heritage Cultural Arts Center, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center.
- **Addressing the growing needs of non-profit organizations operating County-owned and/or County-supported cultural facilities for operations, programming and capital improvements** (Adrienne Arsht Center for the Performing Arts, Fairchild Tropical Botanic Garden, HistoryMiami, Pérez Art Museum Miami, Frost Museum of Science, Sandrell Rivers Theatre, and Vizcaya) in order to:
  - keep pace with growing operating costs and demands for programming;
  - help repair and maintain the buildings and upgrade technology, equipment and systems to ensure efficiency and programming capacity; and
  - maximize the County's significant investments in creating world-class cultural institutions.
- **Investing adequate funds to affect the complete restoration, as determined by the comprehensive capital needs assessment and master planning work** undertaken at the African Heritage Cultural Arts Center, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center, which has provided a complete assessment of each facility's present conditions and a prioritized list of improvements, including detailed cost estimates based on the needs of each facility in order to achieve programming goals, operational efficiencies and audience accommodations

**Operating and programming excellent cultural facilities:**

*Initiatives include:*

- ***the African Heritage Cultural Arts Center, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center***, establishing the requisite staffing, programming and capital improvements for each facility, and investing the requisite County funding to implement these critical renovations immediately and then maintain each facility accordingly.
- ***Working in partnership with local government and non-profit institutions*** to ensure sufficient resources to establish and activate new and/or expanded cultural facilities
  - Museum Park complex – ***Pérez Art Museum Miami and Phillip and Patricia Frost Museum of Science*** (through Miami-Dade County, Jorge M. Pérez Art Museum of Miami-Dade County, Inc. (PAMM), (Frost) Museum of Science, Inc.)
  - ***Fairchild Tropical Botanic Garden*** (through Miami-Dade County and Fairchild Tropical Botanic Garden, Inc.)
  - ***HistoryMiami*** (through Miami-Dade County and Historical Association of Southern Florida, Inc. dba HistoryMiami)
  - ***GableStage*** as the successor to the ***Coconut Grove Playhouse*** for regional theater (through GableStage, Inc., City of Miami Department of Off-Street Parking a/k/a Miami Parking Authority and Florida International University)
  - ***Sandrell Rivers Theatre*** (at the 7<sup>th</sup> Avenue Transit Village - through ***Fantasy Theatre Factory, Inc.***, with ***The M Ensemble Company*** as resident theater company)
  - ***Lyric Theater*** (through ***The Black Archives History & Research Foundation of South Florida, Inc.***)
  - ***American Museum of the Cuban Diaspora*** (through the Cuban Museum, Inc.)
  - ***Westchester Cultural Arts Center*** (through a collaboration among local non-profit organizations)
  - ***Vizcaya Museum and Gardens*** (through Miami-Dade County and Vizcaya Trust, Inc.)
- ***Completing cultural building projects*** that are part of the BBC-GOB bond program and safeguarding the County's public investment, advancing projects as they demonstrate capital and operational readiness to proceed and in coordination with the bond proceeds funding schedule

**Improving existing cultural facilities in neighborhoods throughout Miami-Dade County and the Quality of Miami-Dade County's Built Environment:**

*Initiatives include:*

- **Identifying opportunities for public art and coordinating the selection of artists** to create excellent, prominent, durable and engaging works of art that are integrated within the new construction and enhance the built environment
- **Maximizing County facility improvement investments** by directly managing, overseeing and implementing the County's obligations in 21 Building Better Communities (BBC-GOB) bond program and/or CDT-funded capital contracts and 23 active Capital Development grant contracts, in partnership with local governments and nonprofit organizations, that result in renovating, restoring, maintaining and operating existing cultural facilities more effectively, including:
  - **Pérez Art Museum Miami** (through the Jorge M. Pérez Art Museum of MiamiDade County, Inc. - *completed*)
  - **Phillip and Patricia Frost Museum of Science** (through the Museum of Science, Inc. - *completed*)
  - **HistoryMiami** (through the Historical Association of Southern Florida, Inc. dba HistoryMiami – *in planning*)
  - **Lyric Theater** (through The Black Archives History & Research Foundation of South Florida, Inc. - *completed*)
  - **American Museum of the Cuban Diaspora** (through the Cuban Museum, Inc. - *completed*)
  - **Fairchild Tropical Botanic Garden** (through Fairchild Tropical Botanic Garden, Inc. – *being completed in phases*)
  - **Caribbean Marketplace** (through City of Miami - *completed*)
  - The successor Regional theater venue to the **Coconut Grove Playhouse (through GableStage, Inc.,** City of Miami Department of Off-Street Parking a/k/a Miami Parking Authority and Florida International University - *underway*)
  - **Milander Park Auditorium** (through City of Hialeah - *completed*)
  - **The Wolfsonian-FIU** (through Florida International University – *in planning*)
  - The **Miami Hispanic Cultural Arts Center** (through Miami Hispanic Ballet Corporation - *completed*)
  - **Jewish Museum of Florida** (through Jewish Museum of Florida, Inc. - *completed*)
  - **7<sup>th</sup> Avenue Transit Village - Sandrell Rivers Theater** (through APC Holdings, LLC, and in partnership with Fantasy Theatre Factory, Inc., with The M Ensemble Company in residence - *completed*)
  - **Gold Coast Railroad Museum** (through Gold Coast Railroad Museum, Inc. - *completed*)
  - **Seminole Theatre in Homestead** (through Seminole Cultural Arts Theatre - *completed*)

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- **Miami Children's Museum** (through The Miami Children's Museum, Inc. - *completed*)
- **Bakehouse Art Complex** (through Bakehouse Art Complex, Inc. - *completed*)
- **WDNA-88.9 FM Community Public Radio** (through Bascomb Memorial Foundation, Inc. - *completed*)
- **Hialeah High School Performing Arts Center** (through City of Hialeah - *completed*)
- **Aventura Arts & Cultural Center** (through the City of Aventura - *completed*)
- **Capital Development Grants Program**, 19 different facility upgrade projects (through various non-profit cultural organizations) funded through the competitive Capital Development Grants program. 12 in the FY 2019-20 cycle and 7 in the FY 2020-21 cycle.
- **Embarking upon a comprehensive, community-wide initiative to encourage and achieve design excellence**, in partnership with the Parks, Recreation and Open Spaces Department, by establishing and maintaining standards that can create an urban environment that generates pride of place for residents, provides comprehensive pedestrian and bicycle circulation and amenities, promotes an image that generates tourism and business, increases property values, encourages environmentally-friendly designs that conserve resources, and improves the appearance of what currently exists and encourages high standards for future development and its maintenance.

### **Increasing awareness of, access to and public participation in cultural activities:**

*Initiatives include:*

- **Culture Shock Miami** ([cultureshockmiami.com](http://cultureshockmiami.com)), which offers students ages 13-22 the ability to purchase \$5 tickets to hundreds of cultural activities each year, and utilizes varied marketing strategies including online ads, social media, special events, and "ambassador" meet-ups where students gather
- **Golden Ticket Arts Guide program**, promoting free admission opportunities for senior citizens ages 62 and older to local cultural events, ranging from museums to theaters by annually publishing and distributing 17,000 Golden Ticket Arts Guides, a large format, easy-to read, combined English and Spanish language booklet that provides hundreds of free ticket offers, and enabling the Guide to be downloaded from the Department's website, for maximum convenience and access
- **ArtBurstMiami** ([ArtBurstMiami.com](http://ArtBurstMiami.com)), an online media bureau, providing authoritative, scholarly and credible, critical journalism about the arts, in both English and Spanish, demonstrating to traditional and non-traditional media the value of and broad audience for meaningful arts coverage, and providing the general public with meaningful education, context and discerning commentary about the arts.

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- ***ADA, Accessibility and Inclusion Training, Best Practices and Knowledge Building*** – spearheading efforts locally to create an environment in which the arts are universally accessible by organizing, supporting and leveraging professional development opportunities, training workshops and demonstration projects
- ***Distributing the “Going to the Show” and “Going to the Museum” pre-show guides for new audiences broadly, and expanding the series to include other venues and experience (e.g., ‘Going to the Zoo”)***, in fanciful illustrated print, classroom and lobby display poster, and online formats, as a tool for parents, guardians, teachers and other caregivers to help prepare and familiarize new audience members, especially those who are first-time attendees and/or may have sensory processing disorders, with the sequence of events at a new, live theater experience and to lend some predictability to it
- ***Partnering with the Greater Miami Convention & Visitors Bureau*** on the Greater Miami Online Calendar of Events ([miamiandbeaches.com/events](http://miamiandbeaches.com/events)) as well as various art guide printed publications
- ***Celebrating the rich cultural heritage of the African diaspora through outstanding performances and exhibitions and offering high quality arts education programs for youth at African Heritage Cultural Arts Center while strengthening connections with renowned Center alumni including Tarell Alvin McCraney and Alvin Ailey Director Robert Battle*** to inspire civic dialogue and research around African history to foment intellectual and creative pursuits in the context of local experience and global perspectives; develop critical thinking skills and self-esteem by providing students with quality arts training in all genres; raise cultural awareness of American Black experience through youth arts performance companies; generate scholarship regarding the cultural, social and political customs of the African diaspora through the Anak Ang Kat resident scholars and artists program; and foster the rich and diverse cultural perspectives of the people of African Heritage. Located at the intersection of Martin Luther King, Jr. Boulevard and Moonlight Way in Liberty City, the Center is nationally recognized for fostering creative expression and preserving Black cultural heritage. With 60,000 annual visitors, a new campus is needed to replace the old buildings currently housing the Center. A new complex of buildings will expand the Center’s capacity to offer invaluable teaching programs for children and youth, present arts and humanities events to the general public, and make spaces available for artists.
- ***Collaborating with Miami-Dade County Public Schools in producing a high quality, stimulating and enriching performance series as part of the Joseph Caleb Auditorium’s programming profile***, that provides live arts experiences for Miami-Dade County public school students as field-trips, in conjunction with the Superintendent’s Cultural Passport initiative that has as its goal ensuring that every public school student has at least one live arts experience during each and every year of his or her K-12 education (being presented at Miami-Dade County Auditorium while expansion and construction work is underway at the Caleb Auditorium)

- ***Expanding the award-winning annual presenting series at Miami-Dade County Auditorium (MDCA) including with Pulitzer Prize-winning Cuban American Playwright Nilo Cruz*** in partnership with local non-profit cultural organizations, including Arca Images, Centro Cultural Español, Florida Chamber Orchestra, FundArte, and Teatro Avante, offering a season of exciting performances on the main stage and in the black box. MDCA serves as an incubator for supporting and developing the work of diverse arts groups and artists of color. Since opening its doors in 1951, the Miami-Dade County Auditorium has served as the center for showcasing the diversity of South Florida's cultural life and as a hub for celebrating the Hispanic/Latino/Latinx arts community. Miami-Dade County Auditorium presents outstanding multi-cultural arts events of the highest caliber for Miami's residents and visitors while cultivating the creative voices of local artists in Miami-Dade County, especially Little Havana.
- ***Operating the South Miami-Dade Cultural Arts Center, celebrating its 10th anniversary***, to reach new audiences in the south part of the County through this model performing arts facility, and to provide artistic excellence that is accessible, affordable, inclusive and reflective of the diverse population of Miami-Dade County, with a special focus on South Dade communities.
- ***Developing arts education programs and services*** and collaborating with local and national non-profit professional youth arts program providers, including Miami-Dade County Public Schools, The Children's Trust, Arts for Learning Miami, Miami-Dade Public Library System, Miami-Dade Parks, Recreation and Open Spaces, providing formative and instructive cultural experiences from the very earliest stages (pre-K) and throughout the full spectrum of students' formal educations
- ***Conceiving and presenting the Open Access Theatre Series***, a comprehensive ADA/Accessible theater arts program featuring audio description, touch tours, CART captioning and Shadow Interpreted Theater performances
- ***Producing Shadow Interpreted Theater Performances***, a model, cutting-edge art form, using specially trained American Sign Language (ASL) interpreters who perform as "shadows" during a live stage production alongside voiced actors; Shadow Actors are integrated into the performance by mirroring the voiced actors on stage, while interpreting the character they are shadowing in ASL, so all audience members can enjoy the full richness of the theater experience rather than having to watch a single interpreter located off stage, and thereby missing much of the action taking place on stage.
- ***Designing and establishing the Sensory-Friendly disability access symbol*** to be used in marketing materials, similar to the wheelchair access symbol or American Sign Language (ASL) symbol; cultural events and performances advertised as Sensory Friendly will provide accessible accommodations such as modifications to sound and lighting, the "Going to the Show" pre-show guide to preparing new audiences for a live theater experience, an accepting environment, noise cancelling headsets, and a "quiet room" where individuals can take a break, among others



- **Enhancing the marketing, promotion, documentation and educational outreach components of the Art in Public Places program** ([miamidadepublicart.org](http://miamidadepublicart.org)) through partnerships with other local agencies such as the GMCVB, the Beacon Council and municipalities
- **Encouraging local visual artists to participate more actively in Miami-Dade Public Art opportunities** by implementing a schedule of “Guide to Art in Public Places” workshops for visual artists and promoting resources, calls to artists, and opportunities via an information campaign including website, email and social media communications.

### **Making the Department’s programs and services faster and easier to access:**

*Initiatives include:*

- **Online Grants Management Systems:** the Department consistently improves its online grants management services for cultural organizations and artists, streamlining and centralizing the entirety of the Department’s grantmaking activities (from application to panel review to contracting to reporting to data and trend analyses) into an online, secure, data rich and robust platform in the most user-friendly, intuitive, automated, and reliable manner available in the marketplace
- **[miamidadepublicart.org](http://miamidadepublicart.org)**, a custom designed, comprehensive, web-based art collection and projects management platform for Art in Public Places that allows residents and visitors anytime, worldwide, online access to the more than 700 works of art in the Miami-Dade Public Art Collection, the ability to create virtual and/or self-guided tours and to search the collection by media, artist or location; this robust management system also serves as the backbone for the conservation and stewardship of the collection, including inventory, real-time condition reporting and records-keeping functions
- **Upgrading technology and making accessible the Department’s customer centered websites:** [miamidadearts.org](http://miamidadearts.org), [miamidadecountyauditorium.org](http://miamidadecountyauditorium.org), [SMDCAC.org](http://SMDCAC.org), [cultureshockmiami.com](http://cultureshockmiami.com), and [ahcacmiami.org](http://ahcacmiami.org) and connecting these sites with social media and virtual platforms
- **Integrating on-line intake mechanisms for the Golden Ticket Arts Guide, Culture Shock Miami, the Cultural Resource Directory, and other user-facing Department service systems**, into the Departmental website [miamidadearts.org](http://miamidadearts.org) and through the online grants management system

### **Extending the Department’s technical assistance services to additional areas of need:**

*Initiatives include:*

- **Developing a resilient cultural community by providing more opportunities for capacity and professional skill-building** for cultural organizations, artists, arts administrators, and arts educators, (e.g., Creative Capital (in English and Spanish); *All Kids Included* inclusion strategies and universal design trainings, *Regional Teaching Artists Certification*, providing credentials to teaching artists to

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provide classroom instruction and curriculum integration, that are accepted and recognized in schools across 5 counties; National Arts Marketing Project conference; Playwright Development Program; *Arts Help*; *Artist Access* and *Audience Access* mini-grants

- **Convening Roundtable Conversations** with the cultural community, gathering input directly from artists and arts practitioners, to determine (in real-time) the priority needs, to test new program ideas and initiatives and to inform the Department's planning process
- **Cultivating new and diverse leadership through the Miami Emerging Arts Leaders program** by providing young and new arts administrators with resources and opportunities to build their professional skills, share best practices, network and more effectively serve as leaders for their organizations and the broader arts community while encouraging resiliency through planned leadership succession practices.
- **Conducting market research** to refine programming and promotional initiatives for the Department's cultural facilities and programs
- **Increasing professional development opportunities** for Department staff to ensure continued familiarity with best strategies and practices in arts management in support of our cultural community
- **Establishing Arts Resilient 305**, an initiative to increase awareness about the impact of climate change and the importance of resiliency and environmental sustainability as part of the Countywide Resilient 305 strategy ([ArtsResilient305.org](http://ArtsResilient305.org))

### Our Customer

- **Cultural Organizations and Artists** - the more than 1,000 non-profit cultural organizations in Miami-Dade County today (compared to 110 in 1983) and thousands of working individual artists. Their most important needs include: *stable and steadily increasing funding support* and *organizational and professional development opportunities*, to maintain and enhance programmatic quality and to be able to succeed and earn a livable wage as working artists in Miami-Dade County; *more and better cultural facilities* in which to perform, exhibit, showcase, create and rehearse work; *more awareness of and participation* in their programs and activities.
  - Customer feedback is collected through and satisfaction measured by:
    - Pre-application consultations with Department staff, individually and through Department-led workshops, which are required as part of the grant application process
    - Department-convened forums and roundtable conversations (such as *Roundtable Conversations* and town hall-styled meetings)
    - Audience surveys (for the Department's facilities)
    - Post-workshop and post-presentation evaluation instruments
    - Panel service evaluation surveys collected from civic volunteers who participate on the Department's grants programs review panels (more than 200 qualified community volunteers participate in the grant-making process each year)



- **County Departments and Municipalities** – particularly those with active public buildings construction projects (through the Art in Public Places program, the GOB program, and other County capital investment programs). The most important needs for new and improved cultural facilities include: *more funding and resources* for construction of their facilities and projects; and *increased funding for operations of new and/or expanded facilities* due to the increased occupancy and overhead costs that result when transitioning into new and larger spaces.
  - Customer feedback is collected through and satisfaction measured by:
    - Regular and frequent design, construction and project management team meetings, and onsite project management and coordination meetings throughout the lifespan of the construction of new facilities and/or additions
    - Project assessments and debriefings upon the completion of each capital project
    - “Guide to Art in Public Places” workshops designed to familiarize County Departments and municipalities, particularly their capital projects management staffs, with the proper implementation of the Art in Public Places program
- **Cultural Audiences** – including attendees to programs and performances at the African Heritage Cultural Arts Center, the Joseph Caleb Auditorium, the Miami-Dade County Auditorium and the South Miami-Dade Cultural Arts Center; students participating in the Department’s arts education programs including All Kids Included, Culture Shock Miami and Youth Arts in the Park; and audiences at performances and activities presented by grantee organizations. Their most important needs are *affordable and accessible cultural experiences*, and *easy access to information* to know about upcoming performances and events.
  - Customer feedback is collected through and satisfaction measured by:
    - Customer survey instruments
    - Market research

## KEY ISSUES

### **The Impact of Coronavirus Disease (COVID-19) on Arts and Culture**

The vast majority of arts and cultural non-profits are small, disadvantaged businesses that operate on very tightly budgeted expenditures and revenues with “break even” results as an optimal annual objective (typically, there are no operating reserves). The impact of closing the arts season in March 2020 eliminated earned revenue (ticket sales, contracted services, etc.) and vastly reduced contributed income (donations), resulting in mounting budget deficits. Arts and cultural organizations had to furlough or eliminate thousands of jobs.

### ***\$112 Million in Business Losses***

In response to the COVID-19 pandemic, the Department developed and implemented tools to assess the impact of COVID-19 on non-profit arts and cultural organizations and artists, including a comprehensive monthly survey. Survey results have documented a \$112 million

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financial impact and the loss of 18,154 arts and cultural jobs, according to aggregate data for March through August 2020.

The arts and cultural sector of our economy is responsible for an approximately \$1.4 billion annual impact, more than 40,000 jobs and is essential for making Miami-Dade County an attractive place to visit, develop a business and raise a family. Miami-Dade County has invested significant resources into building a cultural life that has helped earn our community a reputation for being one of the most diverse, dynamic, and exciting places in the world.

### ***COVID-19 Relief Program: Miami-Dade Arts Support Grants (MAS)***

On July 27, 2020, the Board of County Commissioners (Board) approved a resolution to develop and implement the Miami-Dade Arts Support Grants (MAS) program for cultural organizations and artists-entrepreneurs using \$10 million of funds made available through the 2020 Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to alleviate financial hardships caused by COVID-19. The Department rapidly launched the Miami-Dade Arts Support Grants (MAS) program on August 11, 2020 for arts and cultural businesses and artists-entrepreneurs. All \$10 million of the funds made available through the CARES Act and allocated by Board is dedicated to grants to help provide relief to close to 300 cultural groups and 856 artists and cultural “gig” workers; administration of this program is being covered by Department staff. The guidelines and application forms were developed in close consultation with Hagerty Consulting, the County’s CARES Act consultant, to ensure adherence to federal requirements, and were reviewed by the Office of the County Attorney.

### ***Critical Support for Cultural Businesses and Artists***

Miami-Dade County has invested billions of dollars in creating one of the world’s newest, most dynamic and diverse cultural communities. The County’s support helps ensure the survival of hundreds of cultural organizations and thousands of arts jobs. This financial assistance, funded through the CARES Act, is helping the arts and cultural sector survive so that the outstanding events and activities that distinguish our community can be key factors in reactivating tourism, our economy, and our lives.

### **Leadership and Staffing**

In FY 2019-20, as senior leadership changes occurred and with the support of the Office of the Mayor, the Office of Management and Budget and the Human Resources Department, the Department began to activate and implement its succession plan, including the restructuring of positions and classifications across the Department (which had not been reviewed and addressed in more than 20 years). This includes establishing new leadership and growth opportunities, building out a finance business team and re-grading positions within the Department. In addition to these initiatives, there remain unaddressed staffing needs, emanating from: 1) the substantial growth of the Department in all areas of its work (i.e., grants, capital improvements, cultural facilities management, resource development, arts education and outreach, and public art); 2) the increasing service demands of the Department’s internal and external clients; and 3) the reality that the addition of management, programming and operations of four facilities constitutes an entirely new line of business for the Department that

must continue to ramp up to the proper staffing levels for arts venues of their sizes, activities, community outreach and performance schedules.

### **Staffing Levels:**

- **African Heritage Cultural Arts Center (AHCAC):** With an average of 450 events each year, given the extensive improvements being implemented in the new building systems and equipment, a building maintenance manager position would ensure that these improvements would be operated and maintained to their maximum use. In addition, given the AHCAC's continued growth, additional instructors and staff are needed. AHCAC also needs the restructuring of the severely limited Theater Crew classifications to provide salary ranges that are more competitive and offer more latitude for growth. A high-profile cultural institution, AHCAC has grown to be enormously robust, complex and internationally visible. In addition to presenting theater plays, dance performances, literary events, festivals, music concerts and visual art exhibitions, AHCAC has an active, year-round arts training program, with many students on partial or full scholarship, and offering after-school, and full-day summer camp, and fall break/winter break/spring break arts academies, all of which are in very high demand. Instruction in all disciplines in the performing, visual and technical arts is provided at the highest standards. The constant, daily activity throughout the AHCAC, serving more than 100 students on regular school days and more than 300 students during the summer/"break" camps/academies, requires a Maintenance Supervisor to cover all of the performance and publicly accessible spaces in the Center, to keep them in safe and serviceable condition at all times and to mitigate any physical plant issues at this greater than 40-year old complex before they manifest into serious problems.
- **Joseph Caleb Auditorium:** Design work is being completed for the work to expand and renovate the Joseph Caleb Auditorium in Liberty City. In anticipation of its coming back on-line over the next two years, additional staff will need to be phased-in for the programming and client services essential to manage its business and operational needs and support its upcoming performance, rental, and community outreach schedules.
- **Miami-Dade County Auditorium (MDCA):** With more than 100,000 visitors each year, additional front of house and back of house support is needed to bring the Auditorium's staffing levels up to the standards of a theater of its size, one of the largest venues of its kind in South Florida with 2,372 seats. In addition, given the improvements being implemented in the new building systems and equipment, a building maintenance manager position would ensure that these improvements would be operated and maintained to their maximum use. MDCA urgently needs the restructuring of the severely limited Theater Crew classifications to provide salary ranges that are more competitive and offer more latitude for growth. Given the dramatic increase in performances and events currently being presented at MDCA, it is necessary to rebuild the functional staff complement required to manage and operate a heavily used theater of its size and scope. Full-time, essential positions are needed to assist with performance planning, production, technical management and supervision, customer services and relations, facility management, maintenance and labor management. As examples, a single Production Manager cannot possibly be expected to cover all of the more than 300 performances, rehearsals and activities booked year-round at the theater, nor can the venue continue to operate without house and box office managers to direct the "front-of-house" operations, to oversee patron services, ticketing, customer

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relations, volunteer training, assigning and management, to implement staff and volunteer policies and procedures, and to provide audience safety and emergency services, among other responsibilities.

- **South Miami-Dade Cultural Arts Center (SMDCAC):** The Center's continued growth requires adding a higher level position for marketing and public relations activities, restructuring the severely limited Theater Crew classifications to provide salary ranges that are more competitive and offer more latitude for growth, and additional staff to provide accounting assistance for the business operations. In addition, the South Miami-Dade Cultural Arts Center has developed a strong track record for presenting outstanding performances and programs, including the critically important work of co-presenting Miami-based performing arts organizations. Both the costs and demands for these programs are increasing. With 5 active performance spaces within the Center, there are frequently multiple events occurring simultaneously throughout the Center attracting close to 76,000 visitors annually.
- **Building Better Communities GOB Program:** 12 of the projects included in the Building Better Communities bond program, seven of the projects awarded competitively through the GOB Not-for-Profit (NFP) fund and two of the municipal projects are under the direct contract management, oversight and/or guidance of the Department. Thus far, all of the requirements for advancing and monitoring these projects, including project definition and master planning, grant contract negotiation, architectural selection, construction management and managing requests for payment, have been handled by existing staff within the Department, in addition to their core portfolios of responsibilities. Each of these complex grant contracts and multi-faceted County investments requires more dedicated staff to ensure the success of the public's investment. This is particularly the case with the prospect of beginning construction on the Department's Westchester Cultural Arts Center and Coconut Grove Playhouse.
- **Countywide Infrastructure Investment Program (CIIP)**

The County's renewed focus on the needs of County facilities has been solidified in the FY2019-2020 budget with the creation of the Countywide Infrastructure Investment Plan (CIIP). The 20-year plan totals more than \$1.8 billion and funding for the program has been identified through a number of sources including redirecting funds that had been earmarked for emergency repairs or intended to supplement projects for which other funding has not been identified, and proceeds from the Homestead Exemption Mitigation Reserve. These funds will be used to bring our facilities up to code, repair and renovate the exteriors and interiors of our buildings, replace elevators and building management systems, renew cultural centers, improve security throughout our facilities and do many other needed repairs to make our buildings and other assets more efficient, better places for the public to visit and conduct business. Dedicated staff will be required to implement these CIIP projects.

## PRIORITY INITIATIVES

- **Grants Funding.** Restoring annual County funding to pre-recession levels and increasing support for the County's annual investments in its cultural assets per the Department's blueprint for program growth are essential to ensure financial stability, quality and accessibility of cultural activities countywide.

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- ***African Heritage Cultural Arts Center, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center Operating Needs.*** It is essential that the County commit necessary annual funds to support the operating and programming costs of these facilities, as well as the continuing need to address unmet capital and FF&E needs. Additional resources will be necessary annually to address the urgent staffing, programming and capital needs of these neighborhood cultural facilities in Liberty City, Brownsville, Little Havana and South Dade.
- ***Capital Project Management.*** The Department needs additional construction project management staffing to oversee GOB-funded projects, especially in light of the work underway on its own three facilities and the advent of work on a new Westchester Cultural Arts Center and Coconut Grove Playhouse.
- ***Art in Public Places.*** The procedures, calculations, capital expenses, and timetable for conveying the required 1.5% public art allocation are now being routinely enforced, systematized and adhered to by all County departments and municipalities. The conservation, repair and restoration fund must be maintained to address existing collection restoration and maintenance needs, and to perform regular preventive maintenance as necessary. Adequate APP staffing is needed to keep pace with these growing new project and collections maintenance responsibilities.

The most important initiatives that are ongoing or planned in the next fiscal year include:

1. ***Sustainable and Increasing County Funding.*** The County's cultural investments need to increase, as provided in the Department's blueprint for multi-year program growth, to ensure financial stability, quality and accessibility of cultural activities.
2. ***Sufficient Annual Operating Support for African Heritage Cultural Arts Center, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center.*** These facilities must have adequate and reliable funds allocated annually to support projected operating and programming costs. It is essential to establish appropriate and realistic staffing, programming and capital needs plans for each facility, to secure the requisite County funding to implement these plans, and to refurbish immediately and subsequently maintain and staff each facility in good working order.
3. ***More Audience Participation.*** As the Department's staff-intensive initiatives in this area continue to grow (e.g., *All Kids Included, Culture Shock Miami, Golden Ticket, Youth Arts Education Initiatives*) and the expectations and demands of funding partners (e.g., The Children's Trust, Knight Foundation, National Endowment for the Arts) in these areas increase, staffing levels need to be reassessed. These efforts are particularly necessary to help build the current and future earned revenue (admissions) capacity of cultural organizations.
4. ***Art in Public Places.*** The procedures, calculations, capital expenses, and timetable for conveying the required 1.5% public art allocation are now being routinely enforced, systematized and adhered to by all County departments and municipalities. The conservation, repair and restoration fund must be maintained to address existing collection restoration and maintenance needs, and to perform regular preventive maintenance as necessary. Therefore, APP coordinates with all County departments (and their identified design consultants/architects) on the calculation and application of the Art in Public Places

allocation at the outset of the planning and design phase, to maximize opportunities whenever possible to invest in public art, and to make public buildings better by creating an affordable strategy to integrate public art into architectural and/or functional elements of the building (e.g., floors, fences, facades, etc.)

5. **Business Plan Implementation.** All members of the Department are involved in the implementation of the Business Plan through the development of objectives for their performance evaluations, ownership of measures and initiatives in the County's performance management system and participation in weekly updates provided during staff meetings.

## **FUTURE OUTLOOK**

### **1. Achieve multi-year goals for grants programs**

- The Department is continuing to update the funding levels required for the existing grants programs, to calibrate each for effective County investments in community cultural organizations, artists and activities.
- Additional grants programs are being planned and evaluated to address cultural growth (e.g., touring of performing arts organizations, commissioning of new work, etc.).
- The Department's ongoing comprehensive cultural community assessment and master planning informs the priority-setting and investment strategies it advocates for the long-term benefit of the County.

### **2. Increase "outside" resources critical to supporting the arts**

- Miami-Dade's largest municipalities must play a complementary role to the County's in programmatic and capital support for their cultural groups, facilities and projects. The Department is continuing to work with the Miami, Miami Beach, Aventura and Coral Gables cultural advisory boards on a number of joint projects including assessments of municipal cultural facilities' needs, and with the Cities of Miami and Miami Beach on the economic impact of the arts within their boundaries. Municipalities are also coordinating with the Department on designing and implementing their own municipal public art programs, and developing their own processes to engage pools of local visual artists in the public art process.
- The State's FY 2018-19 budget was drastically reduced to \$2.65 million from the prior year's \$24.593 million in funding for arts groups throughout Florida. This allocation rebounded in FY 2019-20 to \$21.25 million. This is still far below the highest State funding level of more than \$43 million in FY 2014-15. Historically, more than 100 Miami-Dade organizations compete successfully each year, garnering approximately 25% of the total state funding available. The impact on Miami-Dade cultural groups of this State funding is critical to their survival.
- The FY 2019-20 budget for the National Endowment for the Arts (NEA) of \$155 million constitutes a slight increase in funding for the agency. It is far short of this agency's peak "historical" funding level nearly 20 years ago (in 1992) of \$176 million. Discipline-based grants and most individual artists fellowships still remain eliminated from NEA grantsmaking.

**3. Build the next generation of cultural facilities, operate these facilities to maximize the return on these investments, and energize publicly constructed facilities with excellent public art**

- More than \$452 million in cultural facilities' capital development/improvement projects included in the GOB program are currently being completed; managing and implementing these projects in a timely and effective way is critical in order to accommodate the growth and artistic excellence of Miami-Dade's cultural organizations and to remain competitive within the region.
- The Department is working to ensure the programmatic and operational viability of cultural facilities completed and currently under development.
- It is essential to secure sufficient annual County funding to operate the African Heritage Cultural Arts Center, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center optimally, and to complete the assessment of and resources to staff, manage, program and market these facilities.
- The Art in Public Places program must continue to deploy resources, systems and procedures to: sustain the commissioning and acquisition of significant new works of art that enhance the quality publicly constructed and/or owned buildings and structures; provide for the appraisal, care, maintenance and management of the County's art collection; and promote and educate the general public with regard to this valuable, internationally award-winning community asset.

**4. Expand audiences for cultural activities and use the arts to affect people's lives positively and improve their conditions**

- Develop financial and staff resources to increase the impact of audience development initiatives like the online Cultural Resource Directory.
- Strengthen collaborations with education, business and civic partners to increase participation in cultural organizations and events.
- Extend access to populations that would otherwise not have the opportunity to experience the arts or participate in arts programs; increase utilization of the arts for community-building; and promote integration of arts-based approaches as effective ways to improve learning for pre-K and K-12 students and for after school and summer school programs.
- Continue to expand ArtBurstMiami.com to cover more artistic disciplines, in order to help address diminishing media coverage of the arts.

**Business Plan Report**  
**Cultural Affairs**

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag		Actual	Target	FY2020-21 Annualized Target	FY2021-22 Annualized Target
Customer	Secure, invest and maximize additional public and private resources to improve and expand programs, services and facilities (CUA)	RC1: Inviting recreational and cultural venues that provide worldclass enrichment opportunities throughout Miami-Dade County	RC1-1: Ensure parks, libraries, cultural facilities, programs and services are accessible to growing numbers of residents and visitors	Rebuild the County's annual support through the Competitive Grants programs (Total Grants Awarded)		Foster Economic Prosperity	2020 FY			510 grants awarded	510 grants awarded	510 grants awarded	n/a
	Operate and Program Excellent Cultural Facilities (CUA)	RC1: Inviting recreational and cultural venues that provide worldclass enrichment opportunities throughout Miami-Dade County	RC1-2: Ensure parks, libraries, and cultural venues are compelling destinations that are expertly programmed and operated, attractively designed, and safe	Events at Joseph Caleb Auditorium		Promote Cohesive and Engaged Communities	'20 FQ4			0	0	13	13
Attendance at Miami-Dade County Auditorium (MDCA)					Promote Cohesive and Engaged Communities	'20 FQ4		0	10,000	96,000	96,000		
Attendance at African Heritage Cultural Arts Center (AHCAC)					Promote Cohesive and Engaged Communities	'20 FQ4		0	3,600	31,300	31,300		
Concessions at Miami-Dade County Auditorium					Promote Cohesive and Engaged Communities	'20 FQ4		0	8,000	88,000	88,000		
Events at African Heritage CAC					Promote Cohesive and Engaged Communities	'20 FQ4		0	76	413	413		
Attendance at South					Promote Cohesive and Engaged Communities	'20 FQ4		0	8,500	58,000	58,000		

Miami-Dade CAC		Engaged Communities							
Concessions at Joseph Caleb Auditorium	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▲	0	0	n/a	0	
Attendance at Joseph Caleb Auditorium (JCA)	⬇	Promote Cohesive and Engaged Communities	'20 FQ4	▲	0	0	n/a	n/a	
Concessions at African Heritage Cultural Arts Center	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▼	0	950	3,580	3,580	
Events at South Miami-Dade CAC	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▼	0	84	373	373	
Concessions at South Miami-Dade Cultural Arts Center	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▼	0	7,500	98,000	98,000	
Events at Miami-Dade County Auditorium	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▼	0	20	110	n/a	
Events at Joseph Caleb Auditorium	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▲	0	0	13	13	
Attendance at Miami-Dade County Auditorium (MDCA)	▬	Promote Cohesive and Engaged Communities	'20 FQ4	▼	0	10,000	96,000	96,000	
Attendance at African Heritage Cultural Arts Center (AHCAC)	⬇	Promote Cohesive and Engaged Communities	'20 FQ4	▼	0	3,600	31,300	31,300	
Concessions		Promote	'20		0	8,000	88,000	88,000	

RC2: Wide array of outstanding, affordable programs and services for residents and visitors

RC2-1: Provide inspiring, diverse and affordable programs and services that create a vibrant space to live and visit

				at Miami-Dade County Auditorium	☐	Cohesive and Engaged Communities	FQ4	🔻				
				Events at African Heritage CAC	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🔻	0	76	413	413
				Attendance at South Miami-Dade CAC	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🔻	0	8,500	58,000	58,000
				Concessions at Joseph Caleb Auditorium	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🟢	0	0	n/a	0
				Attendance at Joseph Caleb Auditorium (JCA)	📉	Promote Cohesive and Engaged Communities	'20 FQ4	🟢	0	0	n/a	n/a
				Concessions at African Heritage Cultural Arts Center	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🔻	0	950	3,580	3,580
				Events at South Miami-Dade CAC	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🔻	0	84	373	373
				Concessions at South Miami-Dade Cultural Arts Center	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🔻	0	7,500	98,000	98,000
				Events at Miami-Dade County Auditorium	☐	Promote Cohesive and Engaged Communities	'20 FQ4	🔻	0	20	110	n/a
Increase awareness of, access to and public participation in cultural activities (CUA)	🔷	RC2: Wide array of outstanding, affordable programs and services	RC2-1: Provide inspiring, diverse and affordable programs and services	Golden Ticket Program	☐	Promote Cohesive and Engaged Communities	2020 FY	🟢	17,000 guides printed	17,000 guides printed	17,000 guides printed	17,000 gui
				Youth-Arts Specific Programs	☐	Promote Cohesive and Engaged Communities	2019 FY	🟢	362,953 children	190,000 children	200,000 children	200,000 ch

		for residents and visitors	that create a vibrant space to live and visit	and Children's Trust Funded Programs		Engaged Communities						
				Culture Shock Miami Program	=	Promote Cohesive and Engaged Communities	2020 FY	🔴	8,569	12,000	9,000	9,000
Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment (CUA)	RC1: Inviting recreational and cultural venues that provide worldclass enrichment opportunities throughout Miami-Dade County	RC1-2: Ensure parks, libraries, and cultural venues are compelling destinations that are expertly programmed and operated, attractively designed, and safe	Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	=	Foster Long-Term and Integrated Planning	2020 FY	🟢	115	100	105	105	
			Maximize County Facility Improvement Investments (CUA)	=	Provide and Enhances Protective Natural and Man-Made Assets	2020 FY	🟢	12	12	9	9	
			Repair, Restoration and Conservation of the Public Art Collection (CUA)	=	Provide and Enhances Protective Natural and Man-Made Assets	2020 FY	🟢	33	20	26	26	
	RC2: Wide array of outstanding, affordable programs and services for residents and visitors	RC2-1: Provide inspiring, diverse and affordable programs and services that create a vibrant space to live and visit	Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	=	Foster Long-Term and Integrated Planning	2020 FY	🟢	115	100	105	105	
			Maximize County Facility Improvement Investments (CUA)	=	Provide and Enhances Protective Natural and Man-Made Assets	2020 FY	🟢	12	12	9	9	
			Repair, Restoration and Conservation	=	Provide and Enhances Protective Natural and	2020 FY	🟢	33	20	26	26	

				of the Public Art Collection (CUA)		Man-Made Assets						
			RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections	Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	=	Foster Long-Term and Integrated Planning	2020 FY		115	100	105	105
				Maximize County Facility Improvement Investments (CUA)	=	Provide and Enhances Protective Natural and Man-Made Assets	2020 FY		12	12	9	9
				Repair, Restoration and Conservation of the Public Art Collection (CUA)	=	Provide and Enhances Protective Natural and Man-Made Assets	2020 FY		33	20	26	26
Financial	Meet Budget Targets (Cultural Affairs) (RC2)			Expen: Total (Cultural Affairs)	⬇️		'20 FQ3		\$4,749K	\$13,320K	n/a	n/a
				Revenue: Total (Cultural Affairs)	⬇️		'20 FQ3		\$1,324K	\$13,320K	n/a	n/a
				Positions: Full-Time Filled (DoCA)	=		'20 FQ3		75	85	n/a	n/a